

Utilizing a Business Plan



Objectives

You will learn:

- ◆ Step-by-step training on business plan development.
- ◆ Instructions and data collection instruments to assist in creating the plan.
- ◆ How to use the Web-based Strategic Tracking And Reporting Tool (START).

Key Points

- ◆ The Neighborhood Networks center as a business, rather than just a community center.
- ◆ Importance of planning and creating a strong, HUD-certifiable business plan.
- ◆ Key elements of a HUD-certifiable business plan.
- ◆ Strategies for the effective completion of each step of the business plan.
- ◆ Tools for collecting essential data for the business plan and instruction on its most effective use.
- ◆ Neighborhood Networks Coordinators' roles in business plan development.



Program Development Materials


Developing a Business Plan*

Strategic Tracking and Reporting Tool (START)

START
is

START
helps

- START is the primary online business planning resource for both new and established centers



1. What is START?

START (Strategic Tracking And Reporting Tool) is the online Neighborhood Networks business plan that enables Neighborhood Networks centers to track every facet of center development. START can be used by center directors can use to effectively manage and operate their centers.

2. What are the benefits of using START?

By using START, you can produce a business plan that summarizes the activities and programs of your center. The START process will help you make informed strategic decisions and will give you a management tool to illustrate your impact and assess your center's performance. It will also target areas of technical assistance that can be provided to your center.

3. Am I required to use START to develop my business plan?

While every center is required to develop a business plan, development of that plan using START is not required for either new or existing centers. For development of business plans, centers may continue to use the existing HUD paper format. START is designed to assist new and existing centers in strategic and program planning. Because it is an online tool there are many links to important resources in areas such as funding and technical assistance. For those reasons, centers are strongly encouraged to use START.

* From *START Workbook – Version 1*.

4. Am I required to update center information in START?

While it is highly recommended, there are no update requirements. However, START provides a data collection tool to help centers track valuable statistics such as how many residents have received jobs or completed computer training. This data demonstrates success and can help in your fundraising efforts.

5. There is a tracking component to START. Why is tracking important?

Both you and Neighborhood Networks technical assistance staff can track your center's activities through START. Tracking is essential because it measures the success and growth of the center. It also identifies trends and projected outcomes of center goals and activities. Results generated through tracking can be used in the development of proposals for grant awards. Other tracking components help to show how technical assistance and resources can be targeted appropriately.

6. I do not have Internet access. How do I get connected?

Neighborhood Networks will work with you to get you connected. Call the Neighborhood Networks Information Center toll-free at (888) 312-2743 and press 1 to speak with a technical assistance specialist.

7. Are residents encouraged to participate in START process?

Absolutely! Resident involvement in the development of the business plan using START is encouraged throughout the process. It drives the center's programs and success. START includes a Resident Interest Survey that helps to identify the interests of residents so that appropriate programs and services can be offered.

8. I do not have enough staff. How can using START help me?

START will help you identify your center needs in a very structured and strategic way. It will help you assess and identify resources in your community, identify potential partners, and increase resident participation. This structure can result in a more efficient way to develop your staffing structure.

9. How long does it take to develop a business plan through the START process ?


Development time varies because each center's structure, programming, needs, and community resources are different. The process can be done incrementally and at your own pace or completed in four phases in a 1-month period.

Welcome to START!

START
is

START
helps

- START helps centers define their mission, lay the framework for sustainability and growth, and identify the steps needed to achieve goals



The following forms are a few pages derived from the START workbook and can be used as an instructional guide to develop your business plan using START. A complete workbook can be found on the Neighborhood Networks Web Site at www.neighborhoodnetworks.org

This process can be completed in four phases:

<p><i>Phase 1: Data Collection</i></p> <p>You will use the forms in this workbook to collect data that you will need to complete the START tool. START will use this data to help you make decisions about your center and build your business plan.</p> <p>This information includes:</p> <ul style="list-style-type: none"> ▪ Your mission statement. ▪ Benefits to stakeholders and the community. ▪ A community assessment. ▪ A resident assessment. ▪ Potential partners. ▪ And much more... 	<p><i>Phase 3: Create your Business Plan</i></p> <p>Once the data for your center is entered in START, you can generate a business plan that can be submitted to HUD.</p>
<p><i>Phase 2: Inputting Data into START</i></p> <p>Once data collection is complete, START will collect that data and will ask additional questions that will help you make decisions about your center. The START sections include:</p> <ul style="list-style-type: none"> ▪ Program planning. ▪ Marketing and outreach. ▪ Organization and management. ▪ Planning for center operations. ▪ Setting up a center. ▪ Evaluation. <p>In several sections, you will be asked to input goals, activities, and outcomes for that section.</p>	<p><i>Phase 4: Ongoing Updates and Maintenance</i></p> <p>START's usefulness as a tool does not end once you submit your business plan. If used properly, it will help you track your center's changes and accomplishments over time. You should return to START frequently to update items such as:</p> <ul style="list-style-type: none"> ▪ Your funding and partnership information Your progress toward your goals, activities, and outcomes. ▪ Changes in center staffing and their responsibilities.

Who will use START?

Who Uses START?

- Neighborhood Networks centers
- HUD
- Partners and stakeholders

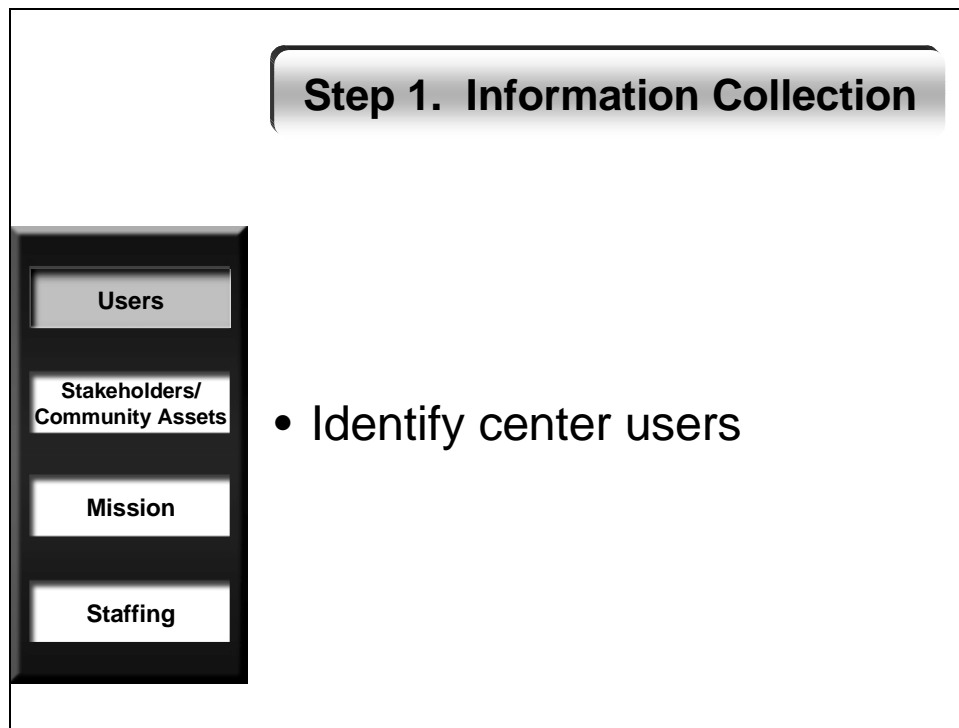
- ❑ **Neighborhood Networks Centers.** START was designed to help centers take the business planning process to a new level. It asks questions that provoke thought and offer guidance through a strategic planning process that can grow with the center. START can be a central place to store real-time, up-to-the minute information about a center when used regularly.
- ❑ **HUD.** HUD will use the tool to gain a better understanding of the needs of centers and how products, services, and funding can be tailored to them. START will provide national aggregate data on all Neighborhood Networks centers that use the tool and local level data to HUD Neighborhood Networks coordinators who provide technical assistance to the centers.
- ❑ **Stakeholders.** Over time, partners providing resources, services, and support to centers may use START data. For example, Neighborhood Networks consortia can collect information on what programs the centers in their jurisdiction are implementing. National Neighborhood Networks partners also might use the data to more accurately tailor programs and offerings for local centers. Just like the existing business plan, release of information entered into START will be subject to the limitations in the Freedom of Information Act.

Starting the START Process

Step 1. Information Collection

Before the planning process for the Neighborhood Networks center is started, the needs and desires of center users should be identified. Completion of this section will enable you:

- ☐ To create a mission statement for the center.
- ☐ To identify stakeholders and center benefits.
- ☐ To determine assets in the community and beyond.
- ☐ To define staffing resources.
- ☐ To identify center users.
- ☐ To identify the interests and needs of the center users.



Determining Demographics of the Property

Resident Characteristics	Total Number of Residents
English as a second language (ESL) needs	_____
Single-Parent Household	
Female head of household	_____
Male head of household	_____
Residents With Disabilities	
Physical	_____
Mental	_____
Other	_____
Education Level	
Some high school	_____
High school graduate or GED	_____
Some college	_____
Two-year degree	_____
Four-year degree	_____
Graduate degree	_____
Computer Literacy Levels	
Minimal	_____
Average	_____
Above average	_____
Employment Status	
Employed full time	_____
Employed part time	_____
Self-employed	_____
Unemployed	_____
Public assistance recipients	_____

Identify Center Community Users

If the goal of the center is to serve the extended community as well, then the demographics will be different.

Action: Answer the following questions to assess the demographic makeup of the entire center. Fill in the numbers for each category.

Total number of participants (or proposed participants) at the center: _____

As of (insert date): _____

Participant Overview

Children 0–6 years old

Children 7–13 years old

Children 14–17 years old

Young Adults 18–20 years old

Adults 21–61 years old

Adults 62 and older

Total Number of Participants

Race

Black

White

Alaskan Native or Native American

Asian or Pacific Islander

Ethnicity

Hispanic

Other

Gender

Female

Male

Identify Center Users

Demographics

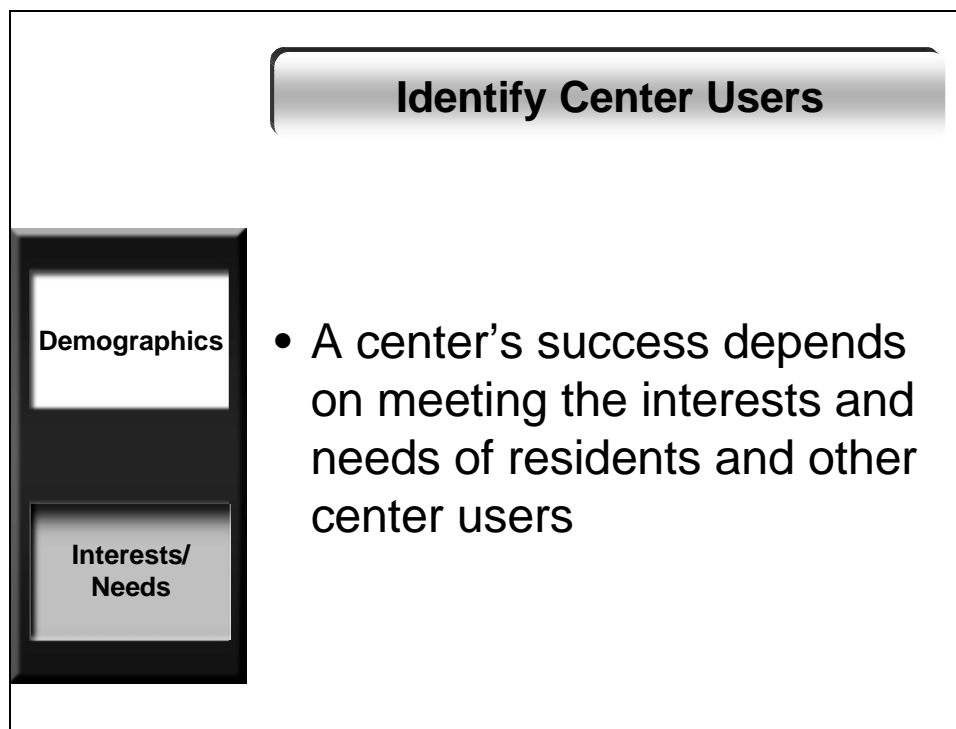
Interests/
Needs

- Determine community demographics (resident characteristics, education and computer literacy levels, employment status) and community needs

Center Demographics

Participant characteristics	Total Number of Participants
English as a second language (ESL) needs	_____
Single-parent household	_____
Female head of household	_____
Male head of household	_____
Residents with disabilities	_____
Physical	_____
Mental	_____
Other	_____
Education level	_____
Some high school	_____
High school graduate or GED	_____
Some college	_____
Two-year degree	_____
Four-year degree	_____
Graduate degree	_____
Computer literacy levels	_____
Minimal	_____
Average	_____
Above average	_____
Employment status	_____
Employed full time	_____
Employed part time	_____
Self-employed	_____
Unemployed	_____
Public assistance recipients	_____

Identifying Residents' Needs and Interests



The final step in this section will be collection of data on the needs and interests of the population the center hopes to serve.

A center's success depends on how well it meets the interests and needs of residents and other center users.

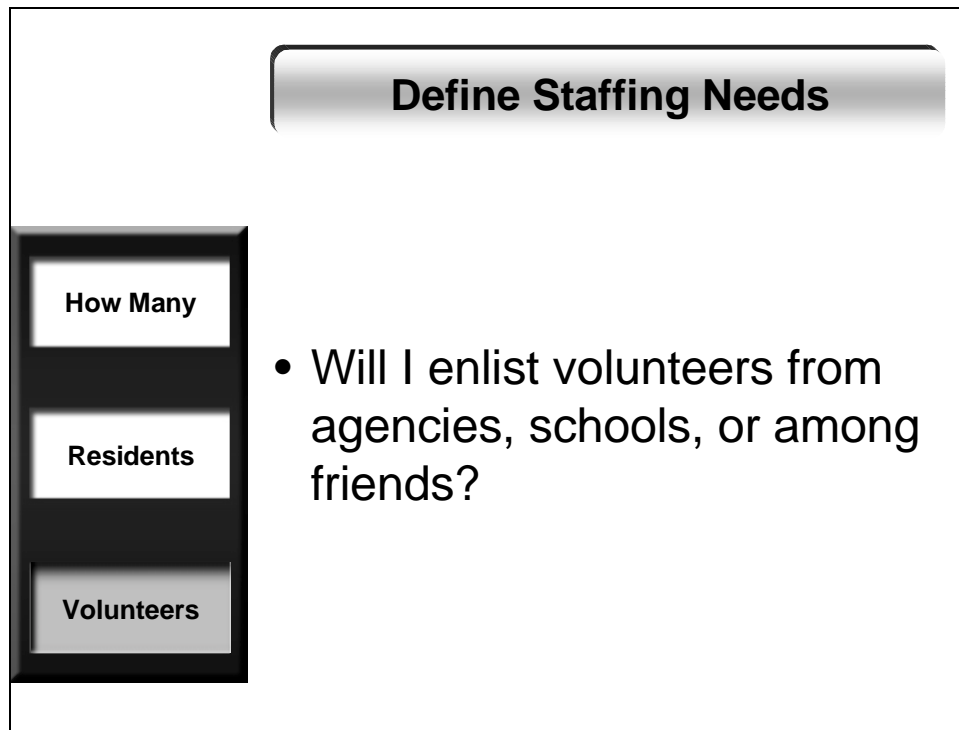
Action: Distribute the form on the next page to the potential participants of the center. At a minimum, this should include all the residents of the property.

START will help tally the results of this survey and help center operators create appropriate programs.

Resident Survey

The Neighborhood Networks center's goals are to provide programs that serve residents. This survey will allow center operators to better understand the interests and needs of residents. Please indicate the interest by checking the box next to the topic. Thank you.

Job-skills training/employment	
Job-readiness training	
Job-retention services	
Job posting, search, or placement services	
Introduction to/familiarization with computers	
Internet access and access to local services	
Economic development (microenterprises, small business development)	
Telecommuting and remote job access training	
Children's education programs (0–12 years)	
Youth education programs (13–17 years)	
Adult basic education/literacy	
English as a second language (ESL) programs	
GED/high school equivalency certificate programs	
Adult continuing education programs	
Family education programs	
Children's activities (0–12 years)	
Youth activities (13–17 years)	
Adult activities (18–64)	
Senior services (65+)	
Childcare	
Healthcare	
Personal financial management counseling	
Other	



Program Planning

Step 2. Processing the Information

Once the vital data collection process is complete, program programming begins. After completing this section you will have:

- ☐ Selected programs to be offered.
- ☐ Developed targets for standard annual outcomes that can be measured and evaluated.
- ☐ Developed customized goals, activities, and outcomes.
- ☐ Developed a center program calendar.

Step 2. Processing the Information for Program Planning

Design Programs

Goals/Activities/
Outcomes

Marketing/
Outreach

Organization/
Management

Standard
Outcomes

- Based on the information collected, design the programs to be offered

Step 2. Processing the Information for Program Planning

Design Programs

Goals/Activities/
Outcomes

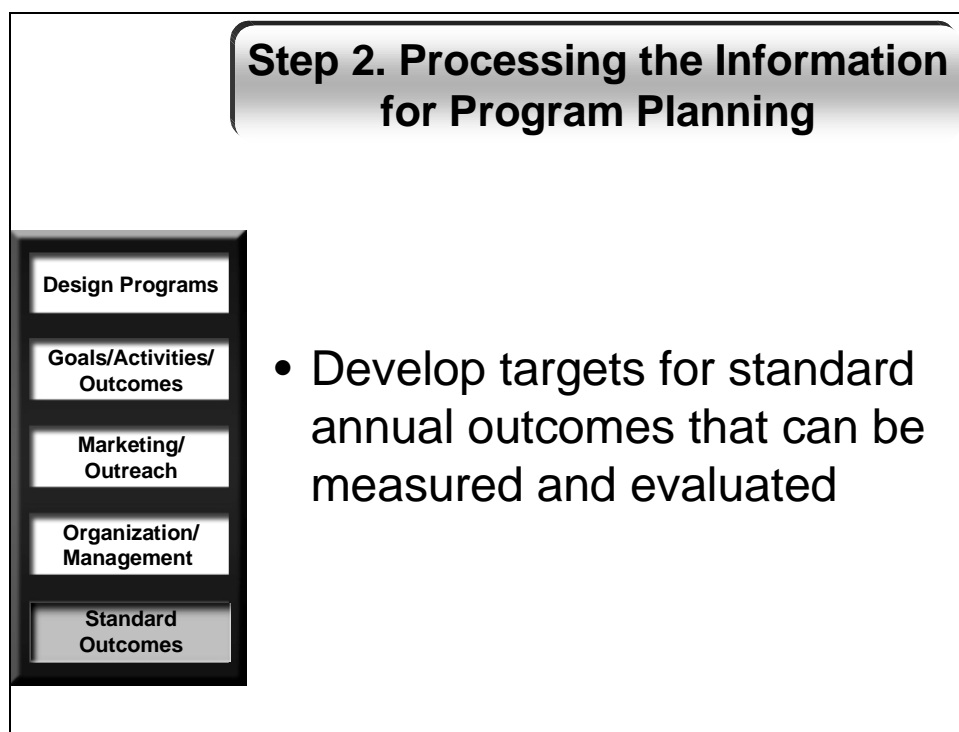
Marketing/
Outreach

Organization/
Management

Standard
Outcomes

- Structure center organization and management

Goals, Activities, and Outcomes

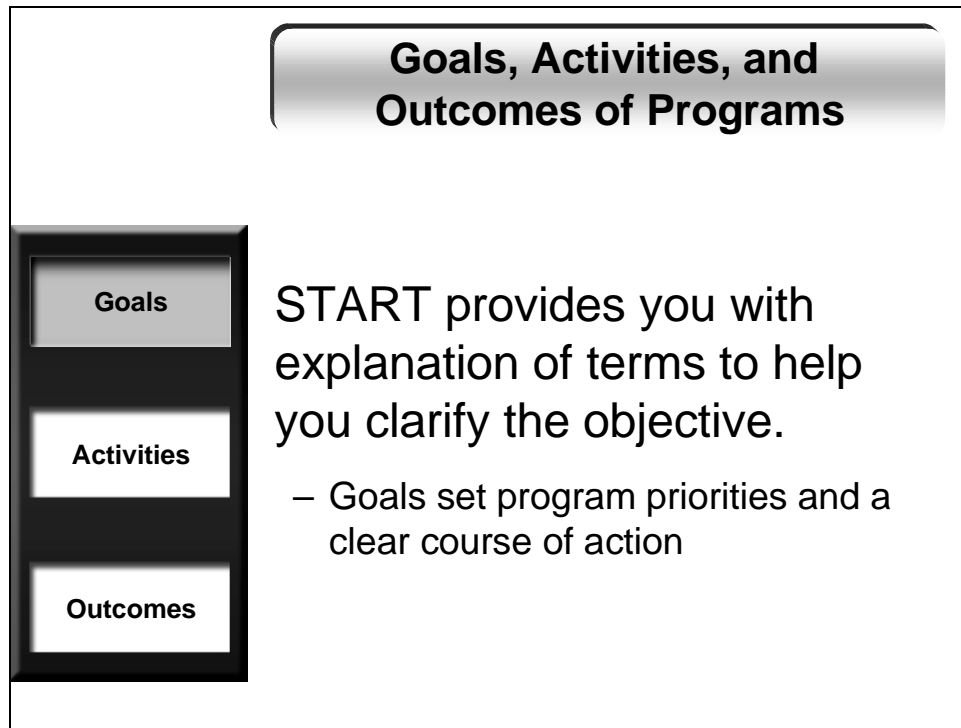


There are opportunities using START to create goals, activities, and outcomes that are unique to a center. In each of the following sections, there are opportunities to enter goals, activities, and outcomes:

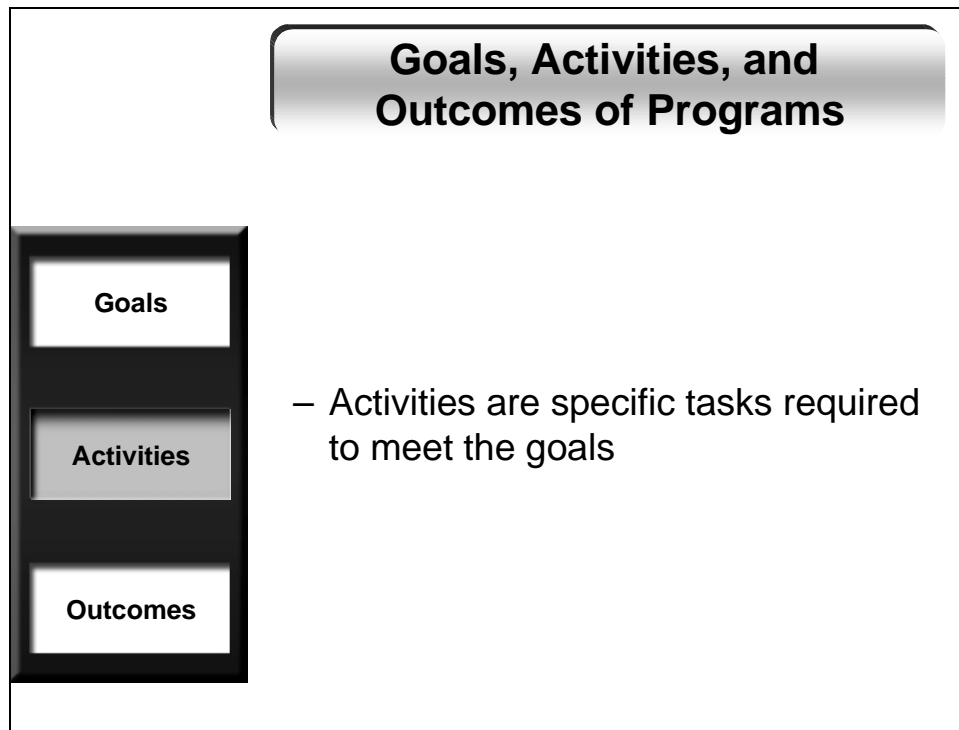
- ☐ Program Planning.
- ☐ Marketing and Outreach.
- ☐ Organization and Management.
- ☐ Budgeting and Fundraising.

Explanation of terms

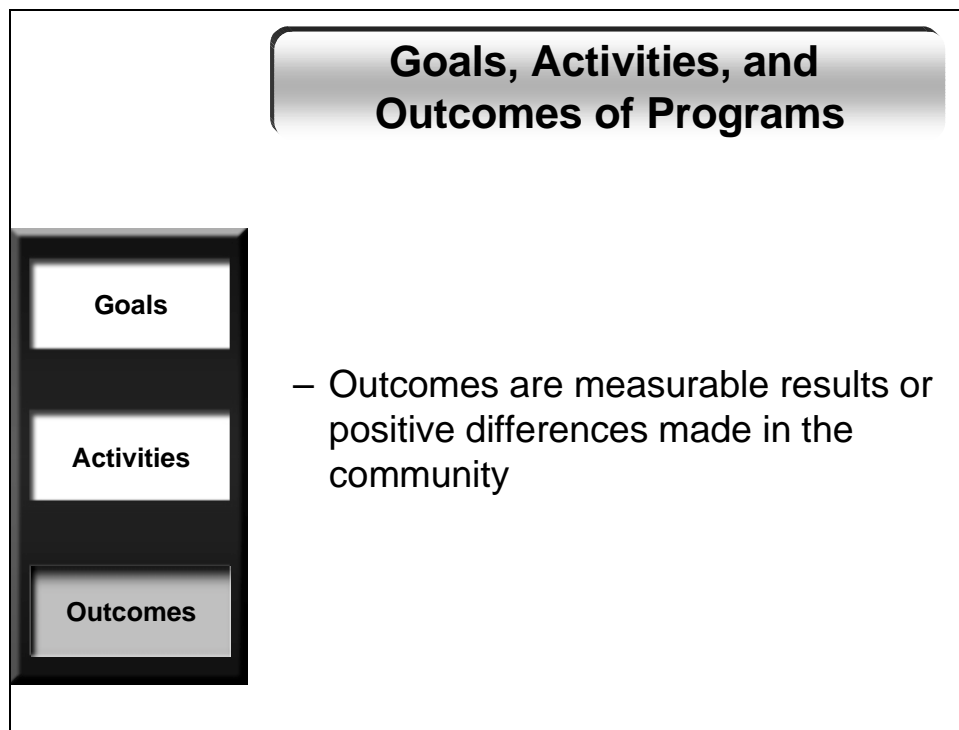
Goals set a clear direction for action and set program priorities. Goals answer the question: What does the center want to achieve?



Activities are specific tasks required to meet the goals. Activities answer the question: What does the center need to do to achieve the goal?



Outcomes are the results of activities. Outcomes can be measurable results or positive differences that can be made in the lives of people and communities.



Measurable results are anything that can be counted, such as:

- ❑ People (as in class participation, GED graduates, residents who interviewed for jobs, residents who gained employment).
- ❑ Activities (course offerings, regular meetings) or materials (brochures, manuals, curriculum).

Other outcomes are the positive differences that can be made in the lives of people and community—educating people, bringing families together, improving the community, or changing the way people behave. Outcomes are the effect the center's services have on clients, program participants, funders, the community, and the partners.

Examples of goals, activities, and outcomes will be provided in each section.

Goals, Activities, and Outcomes—Program Planning

In this section, program goals, activities, and outcomes will be established.

Look at the goals and think about how you will evaluate whether you have attained them. Try to set goals that can be measured.

An example of a program goal

- ☐ To increase residents' ability to gain employment and become more self-reliant.

An example of activities

- ☐ Offer programs that build on residents' skills (assets) and respond to employment opportunities.
- ☐ Offer career placement and ongoing support during the early months of employment.

An example of an outcome

- ☐ Fifty percent of participants will become employed within the first year of a center's operation. Thirty percent of those who become employed will hold these jobs for 1 year.

Use the chart below to enter program goals, activities and outcomes.

Goal 1: _____

<i>Activities for Goal 1:</i>	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

<i>Outcomes for Goal 1:</i>
1.
2.
3.

Marketing and Outreach



Overview

Now that program planning is complete, it is time to decide how to market the center, both internally (to the potential users of the center) and externally (to potential partners). Completing this section will help you:

- ☐ To develop an internal marketing plan targeting potential users of the center.
- ☐ To develop an external marketing plan targeting potential partners and the larger community.
- ☐ To create a narrowed list of potential partners who can help meet programming needs (using the community asset inventory).
- ☐ To create a plan of action to reach those partners who can best help a center meet its goals.

Goals, Activities, and Outcomes—Internal Marketing

In this section, goals, activities, and outcomes for an Internal Marketing Plan will be established.

To market a Neighborhood Networks center to potential users, examine goals and evaluate whether they are achievable. Try to set goals that can be measured.

An example of an internal marketing goal:

- ☐ To promote the center to the residents as a great community resource that helps them achieve their personal goals.

An example of an internal marketing activity:

- ☐ Involve as many residents as possible in the design and delivery of programs and services to ensure maximum satisfaction.

An example of an internal marketing outcome:

- ☐ Ten percent of the residents will be involved in planning and/or delivering center programs.

Use the chart below to enter goals, activities, and outcomes for internal marketing.

Goal 1: _____

<i>Activities for Goal 1:</i>	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

<i>Outcomes for Goal 1:</i>
1.
2.
3.

Goals, Activities, and Outcomes—External Marketing

In this section, goals, activities, and outcomes for an External Marketing Plan will be established.

Take a look at the goals and think about how they eventually will be evaluated. Try to set goals that can be measured.

An example of an external marketing goal:

- ☐ Identify corporate and other national partners who will support the center with volunteers and cash and equipment donations, ensuring maximum participation in the center's program.

An example of an external marketing activity:

- ☐ Build relationships with local police and fire departments, schools, banks, churches, temples, libraries, and local businesses.

An example of an external marketing outcome:

- ☐ The center will establish linkages with three social service organizations, two community-based organizations, and two faith-based organizations.

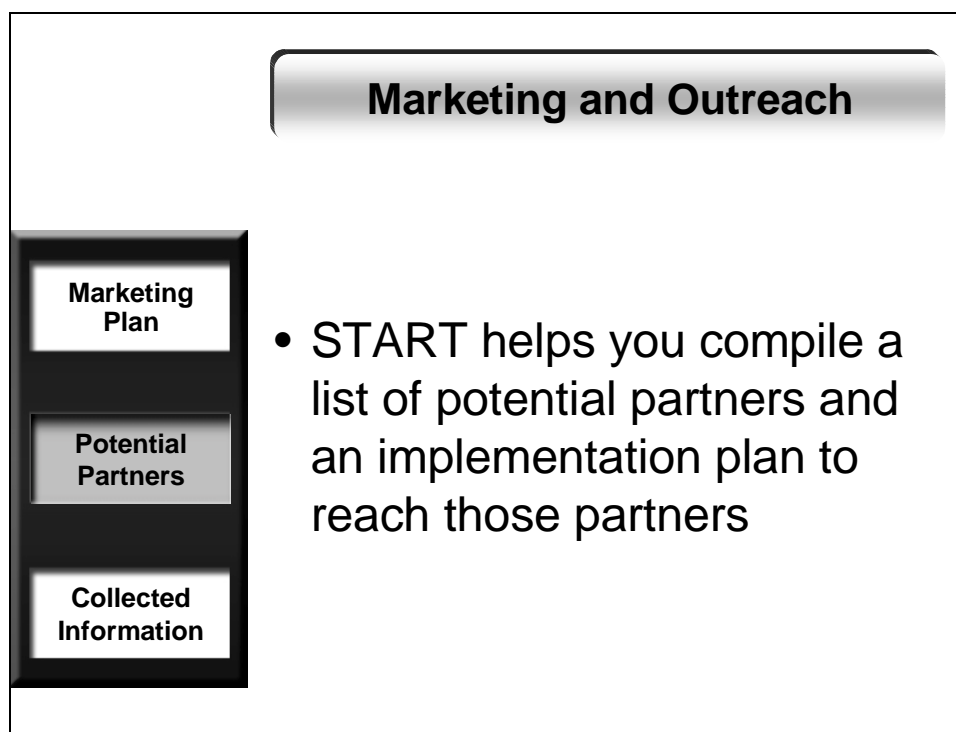
Use the chart below to enter goals, activities, and outcomes for the center's external marketing.

Goal 1: _____

<i>Activities for Goal 1:</i>	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

<i>Outcomes for Goal 1:</i>
1.
2.
3.

Partnership Tracking Log



Once a Partnership Profile for a potential partner has been entered, information can be entered in the Partnership Tracking Log.

The log will be a useful way to track contacts and commitments. It is a good reminder for keeping up communication with the potential partner.

Typical actions might be:

- Step 1: Letter of introduction sent
- Step 2: Followup call made
- Step 3: Initial meeting date
- Step 4: Followup call made
- Step 5: Partnership established

Information you will need for this log includes:

Name of Partner	Action	Date started	Date completed	Responsible Staff

Funding Commitments

In the final part of this section, resources and commitments from partners will be tracked. There will be reminders of these commitments in the budget section.

To complete this section, the following is needed:

Partner Name	Resources or Funding	In-Kind Value	Funds Donated
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$

Tip: If a partner contributed more than one type of resource or funding, enter a funding commitment for each. This allows for tracking contributions by resources and funding types.

Organization and Management

Additional Elements of Your Business Plan

- Organization and management
- Center operations
- Budgeting and fundraising

Overview

The governance structure of a center is the focus of this section. This information is important to funders who want to know the center's ability to manage funds and develop programs. Completing this section will help you:

- ☐ To answer questions about management structure, including the roles of:
 - Residents.
 - Advisory board/board of directors.
 - A 501(c)(3).
- ☐ To develop a timeframe for an accounting infrastructure.
- ☐ To develop a timeframe for personnel policies and procedures.
- ☐ To set goals, activities, and outcomes for the organization and management of the center.

Organization and Management Overview

Management, Governance, Staffing

This section is designed to help a center think about some essential components of its organization and management. This is critical in several areas. ***First and foremost, a center's organization and management affect its ability to attract funding.*** Items such as a sound accounting system and the presence of a 501(c)(3) will often determine if a funder is willing to commit resources. ***Second, organization and management affect the center's effectiveness.*** The way a governance structure is established and the residents' role in the decisionmaking process will determine how effective the center is to the population it serves.

Action: Think about the responses to the questions below. Sketch in answers if you have them.

1. Do you have a residents' committee?

- ☐ Yes
- ☐ No
- ☐ N/A*

If no, when do you plan to create one? _____ (date)

A residents' committee is made up of people who both live in the community and will participate in the center. Their role is important because their perspectives ensure that the center meets the needs of the residents. The residents' committee can propose ideas to the center director for review and consideration. The voting power of the residents' committee will vary from center to center.

Describe the residents' committee or the plans to establish one.

2. Do you have an advisory board or a board of directors?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, when will the board be established? _____ (date)

Describe the advisory board/board of directors or plans to establish one.

* Not all centers will feel all items are applicable to their situations. N/A is designed to be used when a center does not plan to develop the item or does not feel it fits its situation.

3. Does the organization have bylaws? (Bylaws are rules that govern the internal operations of a group or committee.)

- ☐ Yes
- ☐ No
- ☐ N/A

If no, when will the bylaws be adopted? _____ (date)

4. If the center is a 501(c)(3) organization, fundraising can be easier. Is the center a 501(c)(3)?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, when do you plan to apply for 501(c)(3) status? _____ (date)

Accounting Infrastructure

Is there an accounting system to track money received and money spent?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, when do you propose to have a system in place? _____ (date)

Please describe the accounting plan. (For example, who handles accounts, what method the center uses, including any automated/computerized tasks.)

Personnel policies and procedures

Does the organization :

Offer employee benefits?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, target date: _____

Have a personnel manual?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, target date: _____

Have a staff training plan?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, target date: _____

Have a staff evaluation plan?

- ☐ Yes
- ☐ No
- ☐ N/A

If no, target date: _____

Goals, Activities, and Outcomes—Organizational Goals

In this section, goals, activities, and outcomes for organizational structure will be established.

How will the organizational structure of the center contribute to its success?

Take a look at the goals and think about how they will be evaluated. Try to set goals that can be measured.

An example of an organizational goal:

- ☐ Create an environment that continually evaluates residents' needs and interests and adjusts center programming accordingly.

An example of an organizational activity:

- ☐ Implement feedback opportunities, such as focus groups and suggestion boxes placed throughout the center.

An example of an organizational outcome:

- ☐ Twenty residents will participate in the planning, operation, and management of the center.

Use the chart below to enter goals, activities, and outcomes for the center's organizational structure.

Goal 1: _____

<i>Activities for Goal 1:</i>	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

<i>Outcomes for Goal 1:</i>
1.
2.
3.

Planning for Center Operations

Overview

This section will focus on what is needed to open and run a center. This section will:

- ❑ Answer questions about:
 - Space requirements
 - Equipment requirements
 - Accessibility issues
- ❑ Provide sufficient information for the development of a center operations timeline.

Budgeting and Fundraising

Overview

Now that the work of the center and staff has been determined, it is time to obtain the programs and resources necessary to make the center successful.

The budget and fundraising section will focus on calculating the cost to start a center and developing operating budgets for the first 3 years. Then START will focus on the sources of funds. Completing this section will enable START users:

- ❑ To develop expense budgets for the center's startup and operational budgets for years 1, 2, and 3.
- ❑ To review potential sources of funding and build a revenue budget for the center's startup and operational budgets for years 1, 2, and 3.
- ❑ To develop goals, activities, and outcomes for a fundraising plan for the center.

Budgeting for the Center

Once center programs have been designed, funding and other resources must be determined. What is and will be done at the center drives the funding needs.

There are two types of budgets—**startup** and **operating**.

Budget Type	Expenses
A startup budget details the one-time costs of setting up the Neighborhood Networks center and the sources of funds that will be used to cover these costs.	Capital expenses and one-time expenditures, such as renovations to the space; purchase of office equipment and furniture; and utility deposits as required by utility companies, such as electric, heat, phone, etc.
An operating budget details the ongoing costs of operating the Neighborhood Networks center and the likely sources of funds that will be used to meet these costs over a 3-year period.	Expenses that will continue for the life of the Neighborhood Networks center, such as salaries and benefits, professional fees, space and utilities, equipment maintenance and replacement, software and computer supplies, promotion and outreach expenses, telecommunications costs, educational materials, and miscellaneous others.

Budgeting requires two types of estimates:

- ☐ Estimates of the startup costs and operating expenses of the center.
- ☐ Estimates of the potential sources of funding (for example: user fees, foundation grants, business development).

The next pages of this workbook help with the collection of data needed to prepare a complete budget for the center.

Budget Expense Worksheet

This worksheet is designed to help START users think about the costs the center might incur. Not every category will apply to every center. Please use the ones which are best suited to your center. For large items, such as equipment, it would be wise to obtain local bids before finalizing the budget.

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Center staffing				
Staff 1				
Staff 2				
Staff 3				
Staff 4				
Staff 5				
Staff training				
Subtotal—Center staffing				
Space needs and utilization				
Rent				
Heat, ventilation, air conditioning				
Partition walls				
Installation of closets/secure space				
Expansion of power capacity				
Installation of electrical outlets				
Installation of overhead lights				
Other				
Subtotal—Space needs and utilization				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Security				
Deadbolts, locks for windows				
Locks and cables to secure equipment to tables				
Locks to secure filing closets				
Engraving pen to identify equipment				
Alarm				
Installation of alarm				
Security cameras				
Installation of security cameras				
Security guard				
Subtotal—Security				
Equipment and hardware				
Computers (including monitor, keyboard, and mouse) Refer to the computer calculations.				
Printer				
Modem				
Computer cable				
Computer wires				
Extension cords				
Surge protectors				
Network wiring/hubs				
Router				
Additional warranties				
Service contract				
Networking hardware				
Telephones				
Telephone installation				
Photocopier				
Fax machine				
Other				
Subtotal—Hardware				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Standard software programs				
Word processing				
Spreadsheets				
Graphics				
Databases				
Antivirus program				
Networking operating				
Other				
Subtotal – Software				
Furniture				
Computer tables				
Sign-in table				
Work tables, desk				
Chairs for desks, Computers, tables				
Lighting				
Bulletin boards				
Coat racks				
Filing cabinets				
Anti-static floor covering				
Carpet				
Center sign				
Other				
Subtotal—Furniture				
Program costs and materials				
Adult education				
After-school activities				
Job training				
Services for seniors				
Other				
Subtotal—Program Materials				
Program marketing				
Printed materials				
Advertising				
Subtotal—Program marketing				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Office supplies				
Paper				
Pens, pencils, crayons, markers				
Printer toner				
First-aid kit				
Soap				
Paper towels				
Other				
Subtotal—Office supplies				
Other expenses				
Subtotal—other				
TOTAL				

Sources of Funding Worksheet

Once the potential sources of funding have been determined, they should be entered in the worksheet below. START will calculate a center's deficit or surplus based on proposed sources and uses of funds.

Sources of Funding	Startup Funds	Year 1	Year 2	Year 3
Project funds from HUD	\$	\$	\$	\$
Residual Receipts Account				
Funds borrowed from the Reserve for Replacement Account				
Excess income				
Rent increase				
Request for special rent adjustment				
Owner's equity				
Subtotal of project funds from HUD				
Other government grants (federal, state, local)				
Foundation grants				
Individual donations				
Corporate contributions				
Fundraising events (e.g., annual events, auctions, drawings/raffles)				
User fees (membership fees, class fees, public access fees)				
Business development profits				
In-kind donations				
Subtotal of all other funding sources				
Total estimated revenue funds (sources)				
Total budget expenses (uses)				
Deficit or surplus				

Note: If there is a deficit, look carefully at the itemized expenses and think about additional items that can be donated.

Goals, Activities, and Outcomes—Fundraising

In this section, goals, activities and outcomes for the fundraising will be established.

Now that the level of funding that is needed has been determined, funding must be obtained.

Take a look at the goals and think about how to evaluate whether or not you can attain them. Try to set goals that are measurable.

An example of a fundraising goal:

- ☐ Raise sufficient funds to begin initial center programming.

An example of a fundraising activity:

- ☐ Contact prospective funders identified in the business plan and seek support.

An example of a fundraising outcome:

- ☐ Provide 10 computers and GED software for initial center programming.

Use the chart below to enter goals, activities and outcomes for the center's fundraising plan.

Goal 1: _____

<i>Activities for Goal 1:</i>	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

<i>Outcomes for Goal 1:</i>
1.
2.
3.



Activity

You are about to create a Neighborhood Networks Center in Anytown, USA, with the following demographics:

- ◆ Population of 500,000.
- ◆ The area where you will create your center serves a community of 10,000.
- ◆ The test scores of the students have been in decline in recent years, and 30 percent of the population is unemployed.
- ◆ Mr. Widget, the largest employer of the region, has not hired a person from the Neighborhood Networks center in 20 years, yet he advertises his company's services throughout the region and has a job-training program.
- ◆ The community is 60 percent African-American, 20 percent Hispanic, and 20 percent Caucasian.

The property where the center will be located has an active Resident Advisory Board. Board president, Ms. Busybody, is very influential in rallying the residents for community causes temporarily. A Neighborhood Networks center would be a stabilizing force in the community. The site has a small elderly population (10), and the teenagers (30) are either moving away when able or succumbing to the mean streets of Anytown.

Out of the 100 residents, only 20 are employed. Other residents do have employable skills, but need assistance in developing them. Neighbors assist each other with daycare responsibilities and hairbraiding abounds. However, computers are sorely needed. The property manager has generously set aside a unit with enough space to accommodate a fledgling Neighborhood Networks program.

Group I

1. Given the above, create a brief **mission statement** for this Neighborhood Networks center that will convey your goals for the community.

Group II

2. Given the scenario above, what type of **program(s)** would you create to address the needs of the community? How would you create them?

Group III

3. Understanding the **essentials of a business plan** (promoting self-sufficiency, resident involvement, internet access, etc.), describe how you will meet these elements in your business plan under the scenario.



Online Resources

Neighborhood Networks Resources

Available at www.NeighborhoodNetworks.org

Neighborhood Networks Resource Guide. Second Edition, 1999

This publication was developed by HUD to assist in the planning and development of Neighborhood Networks centers.

START: The Workbook. The Neighborhood Networks Companion Guide to the New, Expanded Online Business Plan

This workbook helps users gather information they will need to use the Strategic Tracking And Reporting Tool (START).

Key Components to a Successful Business Plan

This Web page describes how users starting a Neighborhood Networks center can develop a business plan that helps them find equipment, hire qualified staff, organize partners, and request funding.

Other Online Resources

www.liraz.com/small-business/business-plan.htm

While centers are advised to use the Web-based Tool, this link provides useful information on business plan development.

www.sba.gov/starting/indexbusplans.html

The Small Business Administration Web site provides a self-paced tutorial on business plan development at this link.

www.columbian.com/SBDC/bizplan.html

Taken from the Small Business Development Center at Washington State University, this page provides succinct information on developing a business plan.



Presenter Biography

Bruce Taylor, technical assistance specialist, has more than 17 years of experience in various aspects of public- and private-sector housing. His experience includes grassroots, national organizations, and federal and state entities involved with developing and implementing housing objectives designed to assist low- to moderate-income citizens. He coordinated technical support for HUD's Community Connections project, providing guidance to technical assistance specialists in the collection, evaluation, and analysis of information retrieved from technical assistance providers under the HOME Investment Partnership program. While at Community Connections, Taylor developed marketing programs designed to provide outreach to technical assistance providers, public interest groups, and area office community planning and development directors. He also ensured that targeted clients received appropriate information on Community Connections services. He conducted mailings, telephone calls, and online communications (fax broadcast, fax on demand, and electronic mail) to inform Community Planning and Development customers of technical assistance publications and products available from Community Connections. He has designed and formulated programs to heighten the awareness of low- to moderate-income residents with respect to District of Columbia and Federal housing programs, and maintained contact with lending institutions responsible for implementing community reinvestment initiatives such as low-income homebuyer programs and workshops. Taylor earned a J.D. from Cecil C. Humphreys School of Law, University of Memphis in Memphis, Tennessee, and a B.A. in history from Lafayette College, Easton, Pennsylvania.